

CARIBBEAN TELECOMMUNICATIONS UNION

CARIBBEAN REGIONAL COMMUNICATIONS INFRASTRUCTURE PROJECT

TERMS OF REFERENCE

FOR

Development of a Regional Strategy and Development Programme for IT-Enabled Services in CARCIP Participating Countries

1. BACKGROUND

1.1 Recognizing the challenges faced by the ICT Sector in the Caribbean including, inter alia, the geopolitical and economical constraints that act as barriers to the delivery of a common set of ICT-enabled services, the International Development Association of the World Bank, the Caribbean Telecommunications Union (CTU) (the “Client”), and stakeholder beneficiary countries St Lucia, St Vincent and the Grenadines and Grenada, have designed the Caribbean Regional Communications Infrastructure Program (CARCIP). The Program supports a regional approach towards addressing these challenges through a holistic IT-enabled development framework, strongly anchored in ¹CARICOM Regional Digital Development Strategy ICT agenda. The main objectives of the program are to increase access to broadband networks and advance the development of an IT-enabled services (ITES) industry in the Caribbean. ²IT-enabled services are those services that have been transformed by information and communications technology, enabling them to be digitized, codified, and fragmented and therefore able to be undertaken at any distance from the core business and final customer.

1.2 Regional collaboration on ITES in the Caribbean has the potential to keep costs of services down with economies of scale, leverage collective strengths, and create an enabling environment for private investment. The regional collaboration process in itself is intended to capitalize on CARCIP initiatives such as, Business Incubators and Skills Certification, and Development programmes that have been undertaken collaboratively by the public and private sectors, but prioritized and led by public agencies. Collaboration among sub-regional CARCIP countries on common ICT-Led innovation elements will expedite the growth of the ITES industry in a region somewhat partitioned, and has the potential to direct a policy framework that recognises and rewards effective regional collaboration.

¹CARICOM Regional Digital Development Strategy - The Regional Information and Communication Technology (ICT) for Development Strategy is more appropriately named the Regional Digital Development Strategy (RDDS), to acknowledge the vision for the Caribbean Region.

² http://itlaw.wikia.com/wiki/IT-enabled_services

2. OBJECTIVE OF THE CONSULTANCY

The objective of the consultancy is to develop a regional strategy and development programme with supporting action plan for ITES development with synergies to other CARCIP related country initiatives in accordance with the Region's ICT agenda. This **regional strategy and development programme with supporting action plan for ITES** shall guide the key actors in each of the CARCIP participating countries and include:

- A development programme with a roadmap for implementation of ITES that will serve as a catalyst for regional cooperation and growth of the ITES industry;
- Policy imperatives and institutional capacity building requirements that will support integration of ITES with other complementary national ICT programmes;
- Communities of Practice (CoP) for the ITES industry that gleans from lessons learnt on related sub-regional initiatives, including
 - recent ³Business Incubators, ⁴Skills Certification and Development programmes and National Training Agency initiatives; and
 - awareness campaigns on the benefits of developing an ITES industry; and
- a strategic action plan to enhance and support local skill sets and standardised industry training in the CARCIP participating countries, with a focus on priority market responsive areas of collaboration. The strategic action plan must be aligned with the strategic ICT objectives of each CARCIP participating country, but also bring the benefits of regional collaboration on ITES to their respective citizenry.

3. SCOPE OF SERVICES

3.1 The Consultant shall be responsible for designing and developing a regional strategy and development programme with supporting action plan towards the establishment of a cluster for ITES that will foster growth in the ITES industry of the CARCIP participating countries of St. Lucia, St. Vincent and the Grenadines and Grenada.

3.2 Specifically, the Consultant shall

- i) Review the results of the studies completed on ICT skills assessment needs and certification under CARCIP and determine the extent to which the recommendations are relevant and can be integrated as part of the regional ITES strategy.
- ii) Identify opportunities for potential niche areas for the region to position itself in the global ITES market place. Analyse and report on the strengths and weaknesses of ITES in the following areas:
 - a. the current state of the ITES industry in the region;

³ Business Incubator Grants Program implemented under the Caribbean Regional Communications Infrastructure Program funded by the IDA of the World Bank.

⁴ Skills Certification and Development programmes implemented under the Caribbean Regional Communications Infrastructure Program funded by the IDA of the World Bank.

- b. the current talent pool for the ITES industry including the requisite skills and related funding to support the human resource development;
- iii) Review the existing policy and regulatory framework that supports the ITES industry and identify the constraints along with related recommendations, to address the potential barriers to develop an ITES industry at the following levels:
- a. e-commerce / e-procurement legislation;
 - b. data and privacy protection;
 - c. computer misuse and criminalisation;
 - d. transaction security;
 - e. intellectual property protection;
 - f. consumer protection;
 - g. fraud prevention.

This would address the policy and regulatory gaps that may serve as potential barriers to the establishment of the ITES industry, and contribute to the enhancement of the image of the CARCIP participating countries as an ideal location for local and foreign investment in the ICT and non-ICT business sectors.

- iv) Develop a **draft regional strategy, and development programme including a results-based action plan** with concrete tasks, responsibility and a timeline for the execution of key activities;
- a. consolidate all information collected into one comprehensive operational document, which shall include but not be limited to objective, methodology, monitoring and evaluation tools and mechanisms, concrete tasks, key responsibilities and timelines.
 - b. programmes and initiatives identified in the action plan must:
 - i. support the development of regionally integrated ITES;
 - ii. be underpinned by the related policy and regulatory measures required to support the implementation of ITES; and
 - iii. include an accompanying roadmap for development of an ITES cluster that will serve as a catalyst towards a regional ITES industry.
- v) Based on the draft regional strategy and development programme developed in 3.2 ii), **recommend relevant programmes that will build institutional capacity at the national level** to support the implementation of an ITES cluster in the CARCIP participating countries as follows:
- a. Identify synergies and develop programmes and initiatives that integrate with other complementary regional programmes and initiatives aimed at developing the ICT sector;
 - b. Identify opportunities for the establishment of CoP within the ITES sector gleaned from lessons learnt on related sub-regional and national initiatives, such as, Business Incubators, Skills Certification and Development programmes and National Training Agency initiatives.

- vi) Facilitate a regional workshop with key actors involved in achieving the assignment objectives to gain consensus on report recommendations and draft strategy, roadmap and results-based action plan. The workshop must include the following;
- a. A background document on the objectives, expected outcomes, overview and agenda of the workshop;
 - b. presentations on results chain to ensure participants in workshops can clearly identify the objectives and activities of the ITES action plan and tools to effectively measure the outputs and outcomes of each activity.
 - c. tools and instruments that will guide the process of collecting information, as well as monitor the implementation of the regional strategy and development programmes that supports the action plan;
 - d. proposed monitoring/reporting tool(s) to be used for monitoring / following up on the implementation of the action plan;
- vii) Consolidate workshop outcomes and prepare and submit a final **regional strategy and development programme with supporting action plan for ITES** to the CTU and CARCIP participating countries.

3.3 The Consultant shall work under the direct guidance of the CTU Project Coordinator and with other key actors as identified by the Project Coordinators of the CARCIP participating countries.

3.3 All documents prepared by the Consultant shall be written in standard English and in clear and concise language in accordance with World Bank and CTU standards.

4.0 Expected Deliverables and Time Frame

4.1

Deliverable	Time frame	Payment Schedule (%)
Inception report including updated work plan and timelines	2 weeks after contract signing	5
Draft report that will <ol style="list-style-type: none"> 1. identify the opportunities to include recommendations from the ICT skills assessment needs and certification studies into the ITES regional strategy, as identified in the scope at 3.2 i) above. 2. identify the strengths and weaknesses of the ITES industry and opportunities for potential niche areas for the region to position itself in the global ITES market place, as referred to in the scope at 3.2 ii) above. 	6 weeks after contract signing	20

Draft report on existing policy and regulatory framework that supports the ITES industry including constraints along with related recommendations, to address the potential barriers to develop an ITES industry.	8 weeks after contract signing	20
Draft regional strategy, roadmap and draft a results-based action plan with concrete tasks, responsibility and a timeline for the execution of key activities	12 weeks after contract signing	15
Draft report on recommendations for relevant programmes that will build institutional capacity to support the implementation of an ITES cluster in the CARCIP participating countries.	16 weeks after contract signing	20
Facilitate a regional workshop with key actors involved in achieving the assignment objectives and the requirements for an ITES industry identified in the scope at 3.2 i), ii), iii) and iv) above.	18 weeks after contract signing	10
Prepare and submit final reports and regional strategy and development programme with supporting action plan for ITES to the CTU and CARCIP participating countries.	24 weeks after contract signing	10

4.2 The Consultancy shall be for a period of six (6) months.

5.0 Client Responsibilities

5.1 The Client shall have responsibility for providing support to the Consultant by:

- Providing the consultant with a list of key stakeholders.
- Preparing/extending invitations and follow up with stakeholders for participating in the workshops, expert group meetings and validation meetings, etc.
- Coordinating and providing location/venue for workshops and other meetings.
- Following up with stakeholders on collecting information before, during and after workshops/meetings.

5.2 The services, facilities and property to be made available to the Consultant by the Client include:

- Office accommodation, including desk, chair and designated office space;
- Office stationery, supplies and use of office equipment;
- Office telephone and internet facilities, if required;
- Assistance with the use of office equipment;
- Kitchen facilities and amenities;

6.0 Selection Criteria

The Individual Consultant will be selected based on (i) demonstrated experience in developing policy frameworks and programmes to establish ICT-enabled services in developed or developing countries, particularly within the Caribbean Region; (ii)

demonstrated experience in report writing and the production of similar documents; (iii) proven qualifications.

7.0 Qualification, Knowledge and Experience of Individual Consultant

The qualifications, knowledge and experience of the Individual Consultant for the assignment will be evaluated as follows:

No. Staff	Individual Consultant	Area of specific expertise required	Minimum qualification and professional experience required
1	IT-Enabled Services Expert.	<ul style="list-style-type: none"> • Experience in the development of policy frameworks and programmes to support the establishment of an ITES industry. • Considerable knowledge of the ITES Industry and demonstrated capability to develop strategies to overcome barriers and gaps in the establishment of an ITES industry. • Skills in strategic planning and the development of action plans and/or similar documents related to the establishment of ITES. • A minimum of eight (8) years experience in the establishment and implementation of ITES, especially in the Caribbean region and/or developing countries. • Solid background and knowledge in policy-drafting, strategic planning and the development of action plans and/or similar documents related to the establishment of ITES. • Solid experience and/or qualifications in project management will be an asset. 	Master's degree in Information Technology/Computer Science/Business Management or equivalent qualification.

G. Evaluation of Individual Consultant

The evaluation criteria are set out in the table below and it provides further detail on the criteria and point system for the evaluation of the qualification(s), knowledge and experience of the Individual Consultant:

Criteria	Points
1. Master's Degree in Information Technology/Computer Science/Business Management or equivalent qualification.	15
2. Knowledge of the ITES Industry and demonstrated capability to develop strategies to overcome barriers and gaps in the establishment of an ITES.	25

3. Skills in strategic planning and the development of action plans and/or similar documents related to the establishment of ITES.	20
4. A minimum of eight (8) years experience in the establishment and implementation of ITES, especially in the Caribbean region and/or developing countries.	15
5. Solid background and knowledge in policy-drafting, strategic planning and the development of action plans and/or similar documents related to the establishment of ITES.	20
6. Solid experience and/or qualifications in project management.	5
TOTAL	100